



USAID
FROM THE AMERICAN PEOPLE

**FY2015 & FY2016 Development Innovation Ventures
Annual Program Statement (APS)**

APS-OAA-15-000006

CFDA #: 98.001

Issuance Date: October 20, 2015

Closing Date: November 1, 2016

Pursuant to the Foreign Assistance Act of 1961, as amended, the United States Government, as represented by the U.S. Agency for International Development (USAID), U.S. Global Development Lab (Lab), invites applications for the Development Innovation Ventures (DIV) program.

The purpose of this APS is to disseminate information to prospective applicants so they may develop and submit applications for USAID funding. This APS: (A) describes the types of activities for which applications will be considered; (B) describes the funding available and the process and requirements for submitting applications; (C) explains the criteria for evaluating applications; and (D) refers prospective applicants to relevant documentation available on the internet. USAID/LAB anticipates awarding multiple grants and/or cooperative agreements as a result of this APS.

To be competitive under this solicitation, applications must be fully responsive to all directions under this APS document.



Contents

DIV Background/Introduction	2
DIV Core Principles	3
Points of Contact.....	4
A. Stages of Financing.....	4
B. Evaluation Criteria	8
C. Application & Award Process.....	9
D. Award Information.....	11
E. Special Funding Opportunities.....	12
F. Application.....	13
Other Application Parameters.....	13
Additional Information on Award Administration.....	13
Evaluation Matrix	14

DIV Background/Introduction

Development Innovation Ventures (DIV) supports the piloting and rigorous testing of innovative approaches to solving international development problems and supports transitioning innovations with evidence of impact and cost effectiveness to scale. DIV's aim is to create a portfolio of innovations that improves lives for millions of the poor around the world, especially individuals in poverty or extreme poverty, and other vulnerable groups.

DIV funds innovation that targets USAID's Mission Statement.¹ Innovations could include new technologies, new ways of delivering and/or financing goods and services, more cost-effective adaptations of existing solutions, new ways to increase uptake of existing proven solutions, or policy innovations based on insights from behavioral economics. The more funding requested, the more confidence DIV will need in the evidence base underpinning the innovation. This includes gathering appropriate evidence of impact and/or commercial viability at each stage and for each type of scale path. Solutions must have a potential pathway to scale, either a) commercially; or b) through incorporation into the practices of

¹ We partner to end extreme poverty and promote resilient, democratic societies while advancing our security and prosperity



developing country governments, donors, or philanthropists; or c) through a combination of commercial and public/philanthropic support. Innovations should ultimately reach sustainability without continuing DIV support.

DIV employs a staged funding model, with size of investment commensurate with evidence of potential for success. DIV recognizes that organizations supported will need flexibility to iterate and adapt innovations and DIV strives to provide this flexibility.

To attract the best innovations, applications on all development topics and sectors² are welcome. DIV welcomes applications from any organization eligible under D.2. below, provided their work will take place in a country where USAID operates.

There are several types of projects that are not a good fit for DIV's objectives. This includes standard development practice (e.g. building schools), basic scientific research (e.g. laboratory research), a planning tool or diagnostic that is unlikely to result in measurable development impacts, innovations that are applicable only in very limited context, or private sector applications to expand businesses in developing countries that are unlikely to lead to significant development impacts.

Learn more about DIV, including examples of past winners, at www.usaid.gov/DIV

DIV Core Principles

There are three fundamental objectives that drive DIV's search for innovative and impactful solutions to problems in the developing world:

- **Evidence**—DIV is designed to help find, test, and transition to scale the most effective innovations, and encourages the use of rigorous testing methods (e.g. market test, measuring causal impacts) as appropriate given the stage of the proposal and the scale path. Evidence can encompass ultimate impacts (e.g., infant mortality), or improvements in implementation outcomes (e.g. take-up) for those solutions that have been causally linked to ultimate impacts in the past.
- **Cost Effectiveness**—DIV seeks innovations that deliver more development impacts per dollar than other ways of achieving the same development goals (e.g. increased literacy per dollar compared to existing practices).
- **Pathways to Scale**—The ultimate goal of DIV is to support solutions to scale sustainably to reach millions of people in the developing world within a decade. DIV

² Although DIV strives to be open in all sectors, sometimes DIV's funding to support activities in certain sectors may be limited or not available during a given fiscal year. This is often the case in the health sector. If you have questions about what types of activities DIV may be able to support, please feel free to contact div@usaid.gov. However, availability of funds does not imply a guarantee of award.



recognizes that innovations can take a variety of scale paths but expects that ultimately they will grow without continued DIV support.³

Specific requirements regarding evidence, cost-effectiveness, and scaling expectations are described below, and may differ based on funding stage and the type of innovation.

Points of Contact

For any questions regarding this APS, kindly contact div@usaid.gov. EOIs must be submitted to divapplications@usaid.gov.

The Agreement Officer for this APS is Rod Watson, rwatson@usaid.gov. If an application is awarded, the Agreement Officer will appoint an Agreement Officer's Representative (AOR) at that time to provide technical and administrative oversight of the specific award.

A. Stages of Financing

DIV funds projects in three stages, representing cumulative progress towards cost-effective impact at widespread scale. Applicants should apply for the appropriate stage that best reflects their current level of development, and should request only the amount of funding they need to effectively execute the proposal. Applicants applying for later stages need to demonstrate that they satisfy the requirements of earlier stages. If DIV disagrees with the stage at which the applicant has placed its solution, DIV reserves the right to unilaterally reassign the stage. Applicants should justify funding needs through budgets and operational/financial forecasts. Many DIV projects request far less funding than the ceilings at each stage.

DIV is willing to provide more than one investment per stage; grantees have the opportunity to compete again within any stage, provided that they continue to demonstrate progress. The more funding requested, the deeper the due diligence, and the greater the expectations that the applicant will be able to demonstrate development impact and potential to scale.

Because new insights from successful scaling models and the impact evaluation field are always emerging, DIV may contact prospective, current, or former partners with opportunities to validate their results using an external evaluator. These voluntary external

³ Throughout the document, “commercial scaling” refers to an innovation that will scale through the marketplace, relying on customer payments and/or financing arrangements from investors; “public scaling” refers to incorporating an innovation into the standard practices of developing country governments, donors, or philanthropists; “hybrid scaling” refers to a scaling approach that relies both on some form of revenue or investment capital as well as support from donors, governments, and philanthropists.



validation opportunities could range from reviewing the implementation and impact data to designing supplemental evaluation of the solution to strengthen the evidence base behind it.

Grantees that demonstrate exemplary performance under their current grant may also be eligible for a non-competitive follow-on award permissible under ADS 303.3.6.5 (a)(2)(i) ⁴.

Applicants for all stages can consider forming a coalition with partner organizations to best address these criteria. Many DIV projects will leverage funding from other sources. To justify projections regarding size of development impacts, market demand, costs, and scale paths, applications should explicitly note key assumptions, relevant data and citations.

Stage-specific requirements are delineated below.

Stage 1 Proof of Concept/Initial Testing – Awards within an approximate range of \$25,000 to \$150,000 (up to 2 years): Introducing an innovation to target customers/beneficiaries in a developing country context to gain an early, real-world assessment of potential for technical, organizational, and financial viability. Proposals should include:

- Articulation of the potential to generate significant social impacts per dollar invested, either by sustainably reaching millions of people or by dramatically improving lives for a significant proportion of those affected by a development challenge affecting smaller numbers of people.
- Carefully selected tests to assess the potential for the innovation to work in the field or to help improve the innovation, make it more cost effective, build evidence on outcomes, refine an implementation strategy, and/ or increase adoption. Testing should shed light on potential for long-term financial and operational sustainability. Relevant testing could include assessing user demand, willingness to pay, correct usage of products and services, viability of distribution channels, or documenting social outcomes and real world costs to implement the innovation.
- Well-defined metrics to judge success (with relevant targets).
- A plan to track the full costs of implementing the innovation, estimate the costs at scale, and compare these costs with those of current practices.
- An implementation plan that demonstrates awareness of important risks, obstacles, and implementing opportunities, including external market factors in commercial scaling scenarios or similarly relevant factors in the public scaling scenarios.
- A project team with relevant experience and expertise to execute the proposed plans. Clear roles, demonstrated capabilities, and a corresponding level of effort

⁴ See ADS 303 (ADS 303.3.6.5 – a.2.i for more information). <http://www.usaid.gov/who-we-are/agency-policy/series-300>.



(percent of full time) to ensure successful implementation. Relevant partners play critical roles to facilitate testing and growth.

Stage 2 Testing and Positioning for Scale – Awards within an approximate range of \$150,000 to \$1,500,000 (up to 3 years): Rigorously testing promising innovations that already have some proof of concept to 1) measure social impact and cost effectiveness and/or establish market viability, and 2) build paths to sustainability and scale, for example through operational refinement. Proposals should include:

- Articulation of the potential to generate significant social impacts per dollar invested, either by sustainably reaching millions of people or by dramatically improving lives for a significant proportion of those affected by a development challenge affecting smaller numbers of people. In articulating the potential impact of the innovation, the applicant should draw on evidence of prior success and include a description of the positive results and scale of their earlier work and estimates of unit costs.
- Carefully selected tests that can provide credible empirical evidence on the social impact of the innovation, establishing a clear causal link between the innovation and the social impact. This testing must credibly distinguish the impact of the innovation from potential confounding factors, for example through a randomized control trial (RCT) or an appropriate quasi- experimental design. Where there is an existing evidence base that connects the innovation with ultimate outcomes it will be appropriate to measure intermediate outcomes such as uptake or usage of life-improving products. Where such evidence does not exist, it will be appropriate to measure ultimate outcomes such as infant mortality.
- An implementation plan that allows for testing and refinement to better position the innovation for scale and/or adapt the innovation for new contexts. This may include identifying strategies to address constraints to scale up (legal, political or regulatory, etc.); conducting financial analysis of the potential to commercialize; and/or reaching out to potential scaling partners.
- A plan to track the full costs of implementing the innovation, estimate the costs at scale, and compare these costs with those of current practices.
- Identification of financial inputs that will be required to scale the innovation over time, and plan for how to obtain such resources. This includes strategies for cost recovery in the case of innovations that are intended to scale commercially. Applicants should discuss how they will use their Stage 2 project to catalyze growth of the innovation directly (or further investment that will allow for future growth).
- Project team with expertise and capabilities to conduct the proposed activities and vision for how the organization will identify the resources, recruits, and/or partners required to scale the innovation, particularly if the organization is not well-suited to perform the tasks required to scale the innovation post-award itself. Ideally, applicants will provide evidence of interest and/or commitments from partners.



Stage 3 Transitioning Proven Solutions to Scale – Awards within an approximate range of \$1,500,000 to \$15,000,000 (up to 5 years): Adaptation of a tested and proven innovation to new contexts or geographies or engagement of additional partners who will help scale the project beyond DIV support, but for whom more evidence of success and track record are needed. Proposals should include:

- Articulation of how the innovation delivers development impacts at lower costs compared to alternatives and discussion of the validity of such evidence. (Note that while this evidence should be comparable to what would have come out of DIV's stage two, it need not come from evaluations previously financed by DIV or by the applicant.) In cases where more evidence is needed on the impact of the innovation in other contexts beyond those tested earlier, the proposed activities should include steps to continue to develop this evidence. Depending on context, this could take the form of additional rigorous impact evaluation or of more basic monitoring.
- A clear case that the innovation has the potential to generate significant social impacts per dollar invested, either by sustainably reaching millions of people or by dramatically improving lives for a significant proportion of those affected by a development challenge affecting smaller numbers of people. This case should include scaling plans that address operational challenges and allow for refinement and iteration. There should be a compelling case that the scaling approach can lead to sustainability of the innovation. Sustainability can be achieved through a variety of channels, including commercialization, ongoing support by developing country governments, and hybrid models.
- A plan to track the full costs of implementing the innovation and compare these costs with those of current practices.
- Discussion of how the applicant can scale on their own or how they will to reach out to potential scaling partners (e.g., investors, existing large commercial firms, or developing country governments) and work with potential scaling partners to adapt the innovation to suit their context. This discussion should include how DIV funds will be catalytic in pursuing this scale path. Scaling may include expanding the innovation to a new context/geography and/or executing the innovation within the systems of potential scaling partners.
- An assessment of whether the innovation can continue to operate at low cost and high impact in new and larger contexts, and of strategies to drive down costs while maintaining quality.
- A plan for building the necessary operational capacity, systems, partnerships, and financial support to drive the innovation towards sustainability and scale.
- Discussion of how new challenges or cultural, political, environmental considerations may affect the success of the innovation as it scales.
- Project team with the capability to implement the proposed activities and skills necessary to guide the solution on a credible path to meaningfully improving development outcomes within the next decade.



B. Evaluation Criteria

DIV will use the following criteria to assess applicants at both the Expression of Interest and Concept Note stages in the application process. DIV does not, however, expect these criteria to be addressed in as great a detail at the EOI stage as in the Concept Note. DIV's expectations of responsiveness to these criteria also vary by stage. See Section A above for more details on DIV's stage-specific expectations. Ratings will be applied by section (innovation, plan, monitoring and evaluation, and team) and the sections are weighted equally in their importance.

Innovation - DIV will assess the application for the degree to which it demonstrates:

- Clear articulation of the specific innovation to be implemented and tested.
- A clear theory of change exists that draws upon existing evidence when applicable/available and a clear understanding of current barriers to success.
- Potential social benefit to customers/beneficiaries.
- Possibility of sustainably reaching millions of individuals within ten years.
- A clear case is made that the innovation can feasibly achieve better results at lower cost than the status quo or alternatives.

Plan - DIV will assess the application for the degree to which the implementation plan demonstrates:

- Stage-appropriate plans to build operational capacity, systems, and partnerships to drive the project or organization towards scale.
- A stage-appropriate, targeted strategy for securing long-term financial support and engagement of stakeholders that will drive the organization towards sustainability after DIV funding has ended.
- Clear systems to document the costs of implementation and ongoing financial requirements.
- Likelihood that DIV funds will be used to effectively catalyze expansion of the solution, including strategic use of leverage and/or cost-share.
- Ability of the applicant to successfully implement and execute the project as designed, which includes demonstrated past experience with projects of similar magnitude, complexity, objectives or in similar contexts.

Monitoring and Evaluation - DIV will assess the application for the degree to which the evaluation plan (including partners) demonstrates:

- Reasonable tests of technical, organization, distribution, and financial viability in a real-world setting that can inform future implementation.
- Appropriate choice of methodology for assessing the commercial viability, cost-effectiveness, and/or development impact of the innovation.
- Well-defined metrics for judging success and articulated means by which they will be collected.



Team - DIV will assess the application for the degree to which the project team (including partners) demonstrates:

- Relevant experience and expertise to execute the proposed plans.
- Clear roles and level of effort (percent of full time) necessary to be successful.
- Understanding of current context on the ground and potential challenges to implementation, and capabilities to address them should they occur.
- For Stage 2 proposals a credible pathway to scale is essential and involvement/commitment of partners will be part of the assessment of whether this exists; for stage 3 proposals there should be involvement and/or commitment of stakeholders essential to ensuring scale up.

C. Application & Award Process

The amount of resources made available under this APS will depend on the concepts received and the availability of funds. Some award types may not include any funding. The award process under this APS has the following steps:

DIV will review applications on a rolling basis, so applicants are encouraged to submit Expressions of Interest (EOIs) at any time through October 1, 2016. Information on the target response time, and on any special deadlines, is available at www.usaid.gov/div/timelines.

C.1. Expression of Interest: All interested organizations must submit a 2-4 page Expression of Interest (EOI). See www.usaid.gov/div/EOI. EOIs can be submitted any time to divapplications@usaid.gov and will be reviewed on a rolling basis from **October 1, 2015 to October 1, 2016**. If initial review indicates the EOI merits further consideration, selected organizations or consortia may be invited, individually or in combination, to further develop their concept. After an EOI is received, DIV reserves the right to pose clarifying questions and conduct discussions with the applicant but may not opt to do so. Further, posing clarifying questions and holding discussions may not be done with each applicant, or any applicants.

C.2. Development of the Concept Paper. For EOIs which are deemed to have merit by DIV, DIV will issue an invitation to collaborate and co-create with the potential partner. The applicant will develop and submit a concept paper which will outline the technical approach and its responsiveness to DIV's principles. The concept paper can be a single



document or collection of materials that should address the various considerations outlined by stage above and will include an initial budget and implementation plan if relevant. DIV may assist the applicant in the development of this information.

Additional Partners/Resources. During the development of a concept paper, both the Applicant and USAID may identify additional partners* and resources, and whether additional mechanisms are necessary to implement the project. Shared resourcing may be accomplished through funding by DIV, the award recipient, and/or third parties, either through cash resources or the exchange of other resources, both tangible and intangible, such as in-kind contributions, expertise, intellectual property, brand value, high-value coordination, and access to key people, places, and information. Co-investing does not require equally shared resourcing (such as 1:1 leverage), but rather resource contributions that are appropriate to the specific project's objectives, considering the comparative advantages brought by the participation of each party and the award type.

*If additional partners are identified, invitations will be sent to the potential partners to participate in a co-creation workshop, conference, meeting, or the method designated by USAID to work together with all invitees to further develop the idea initially presented in the expression of interest. All potential partners may not move forward to C.3 below. The inclusion of additional partners will only occur when it makes technical sense and there is agreement to include additional partners between the original applicant and DIV.

C.3. Review by a Technical Panel. All Concept Papers will be reviewed by the Technical Panel, comprised of USAID and Non-USAID Development Experts. USAID may request applicants who have submitted concept papers for larger awards to present their application to the Technical Panel via teleconference, videoconference, or travel to USAID/Washington at their own expense. The Technical Panels will only meet with applicants when they determine a meeting is necessary: applicants should not contact DIV to schedule a presentation.

Based on the criteria outlined in Section B above, the Technical Panel will recommend to DIV which Concept Papers be advanced to the Agreement Officer for instrument negotiation and finalization. Using its technical expertise, the Technical Panel may suggest revisions/additions to the project, and potential partners and resources. All potential partners may not move forward to C.4 below. The inclusion of additional partners will only occur when it makes technical sense and there is agreement to include additional partners between the applicant and DIV.



C.4. Agreement Officer Determination. Pending support from the Technical Panel, the feedback will be shared with the Agreement Officer for further review and to inform instrument negotiation and finalization. During this stage, the Apparently Successful Applicant and DIV can further design the technical approach, general resource requirements, and management control of the project under the guidance of the Agreement Officer.

Request for Additional Information. If necessary, the applicant and DIV may also work with partners identified by the Technical Panel, to provide additional information to the approach. The applicant may also be asked to provide more information about their technical approach, capacity, management and organization, past performance, and budget, as well as representations and certifications, as needed.

Final Review and Negotiation. The USAID Agreement Officer will engage in final review, negotiation, and determinations of instrument type, responsibility, and cost reasonableness, and will craft an award instrument with the Apparently Successful Applicant. If the Apparently Successful Applicant and USAID cannot arrive at a mutually agreeable arrangement, the Agreement Officer will cancel the project at no cost to the Government.

Award. The USAID Agreement Officer will award the instrument.

D. Award Information

The number of awards could vary, and may not mirror the number of expressions of interests or invitees to co-creation.

D.1. Awards under this APS will be made to Apparently Successful Partners on the basis of their ability to further USAID's goal of dramatically improving or saving the lives of the poor in developing countries and reflect DIV's core principles, and that provide the best value to the Government to substantially contribute to these objectives.

D.2. Eligibility Information. Public, private, for-profit, and nonprofit organizations, as well as institutions of higher education, public international organizations, non-governmental organizations, U.S. and non-U.S. governmental organizations, multilateral and international donor organizations are eligible under this APS. All organizations must be determined to be responsive to the APS and sufficiently responsible to perform or participate in the final award.



USAID will not accept applications from individuals. All applicants must be legally recognized organizational entities under applicable law. Local organizations are eligible and encouraged to apply, as well as consortia of local organizations. Participation of foreign government organizations under this APS is possible only through an approved subaward agreement with a prime recipient.

USAID encourages applications from new partners. Resultant awards to new partners may require USAID to undertake necessary pre-award reviews of these organizations to determine “responsibility” in regards to fiduciary and other oversight responsibilities of the award. In order for an award to be made, the Agreement Officer must make an affirmative determination that the applicant is “responsible” as discussed in ADS 303.3.9.

D.3. Standard Clauses and Provisions of Award. The standard clauses or provisions for awards are generally prescribed by law and regulation. Information regarding clauses and provisions will be offered to the applicant when the award is drafted.

D.4. Organizations are encouraged to consider providing reasonable cost sharing, leverage, or other exchange of resource arrangements, and are encouraged to suggest creative approaches to resourcing projects.

D.5. Ongoing programs. Any follow on, or continuation of a program applying for additional funding must demonstrate a proposed change or adaptation in scope or direction in response to the APS. Such programs should clearly explain in their application their progress to date and update the context for their program as well as demonstrate why continuation of programming will contribute to the overall goals of the APS. Programs applying for ongoing funds must highlight why continued programming will contribute to a sustainable approach – simply applying for another award because a previous or current award is running out of funding is not in and of itself sufficient justification.

E. Special Funding Opportunities

DIV has additional special funding opportunities targeted to specific programs identified below. Although our focused funding opportunities for Haiti and Latin America and the Caribbean (The Innovation Fund for the Americas or IFA) have closed, DIV remains open for business and is still accepting applications for solutions in Haiti and the rest of Latin America and the Caribbean. Funding under the APS may come from these additional sources of funding, where appropriate. All application forms and rules remain unchanged, but specific resources are available for applications targeting the below priorities:



USAID
FROM THE AMERICAN PEOPLE

- Water Sanitation and Hygiene (WASH) Focused Funding Opportunity—in partnership with the Bill and Melinda Gates Foundation, the specific objective of WASH for Life is: to identify, test, and transition to scale promising approaches to achieving cost-effective, sustained, scalable outcomes in the water, sanitation and hygiene sectors to significantly improve the lives of the impoverished around the world.
- Periodically, we may open additional special funding opportunities, which will be posted at www.grants.gov and www.usaid.gov/div.

F. Application

Format

Please submit your Expression of Interest (EOI) using the form found at www.usaid.gov/div/EOI. Those applicants that have the most promising EOIs will be contacted by DIV and invited to submit a Concept Note. Due to the sheer volume of applications and the nature of EOIs received by DIV, it is possible that you may not receive detailed feedback on why your application was not accepted.

Applications must be submitted to DIVapplications@usaid.gov. Applications sent by any other means (including Grants.gov) will not be considered. www.usaid.gov/div contains content that is useful for applicants. Please do not contact USAID staff with general questions.

Other Application Parameters

USAID reserves the right to fund any or none of the applications submitted. DIV seeks to select projects across a wide range of technical and regional areas across all three stages. USAID will not fund applications which, in its view, will result in the use of U.S. taxpayer funding in a duplicative or redundant manner. This includes activities determined to be outside of the best interest and value to the United States Government. DIV anticipates making up to approximately \$25M of awards under this APS.

If DIV identifies opportunities to strengthen or fund an application by connecting with existing USAID mechanisms, other potential funders, and/or external partners, USAID/DIV may make that application available for appropriate consideration.

Additional Information on Award Administration

- General Information: www.usaid.gov/div
- Information regarding the award solicitation and award process and Standard Provisions for U.S. organizations and Non-U.S. Non-governmental Organizations is



USAID
FROM THE AMERICAN PEOPLE

available in ADS 300 (Chapter 303 is particularly helpful): <http://www.usaid.gov/who-we-are/agency-policy/series-300>.

- Grant and Contract Process (most relevant for applicants include steps 7/8): <http://www.usaid.gov/work-usaid/get-grant-or-contract/grant-and-contract-process>
- For US organizations, 2 CFR 200, [OMB circulars](#), and the Standard Provisions apply.
- For non-U.S. non-governmental organizations, the [Standard Provisions for Non-U.S. Non-Governmental Organizations](#) apply.
- Intellectual property⁵ and other issues: http://www.ecfr.gov/cgi-bin/text-idx?SID=d3769da5cf0d02900f539c8deb2cd59c&mc=true&node=se2.1.200_1448&rgn=div8.
- Environmental Compliance background information: http://www.usaid.gov/our_work/environment/compliance
- For information on how the Agency will ensure environmental soundness and compliance in design and implementation when required by the 22 CFR 216 determination (See ADS 204): <http://www.usaid.gov/who-we-are/agency-policy/series-200>
- Branding and Marking policy and frequently asked questions: <http://www.usaid.gov/branding/assistance-awards/frequently-asked-questions-marking-requirements-assistance-awards>
- USAID's Gender Equality Policy <http://www.usaid.gov/sites/default/files/documents/1870/GenderEqualityPolicy.pdf>

Evaluation Matrix

DIV will use the following scoring methodology to assess each application:

Rating	Description
Excellent	Exceeds expectations in that it is comprehensive, thorough, and with exceptional merit, demonstrating that the proposed project will likely result in effective and efficient performance. Exhibits no deficiencies.
Very Good	Demonstrates overall competence, meets all minimum requirements, and exceeds requirements in some areas, but not all. Even if there are some

⁵ In general, awardees may elect to pursue ownership of intellectual property that is developed as a result of an award from this APS. In such cases, USAID would typically retain a nonexclusive, non-transferable, royalty-free license to use any such intellectual property



USAID
FROM THE AMERICAN PEOPLE

	identified weaknesses, the applicant demonstrates that it can successfully complete all deliverables in a timely, efficient, and economical manner.
Good	Meets requirements. While the applicant demonstrates an ability to complete the work in some areas, there are some significant weaknesses or deficiencies. However, these combined weaknesses or deficiencies still represent a manageable performance risk.
Fair	Minimally meets basic requirements or demonstrates a limited understanding of the requirements. Implementation of the proposed project would likely lead to unsatisfactory performance. Contains deficiencies and weaknesses that may negatively affect performance.
Poor	Many deficiencies, including failure to address key elements, failure to understand work necessary to perform the required tasks, or failure to provide a reasonable approach to fulfilling requirements. Performance risk is high.
Nonresponsive	Fails to address all elements of the criteria; fails to understand the work necessary to perform the required tasks; fails to meet the requirements of the solicitation.